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FACT SHEET : EXECUTIVE STAFFING

The Public Service Commission of Canada (PSC), in its 1978 Annual Report made public today, devoted a chapter to the Senior Executive Programs Branch, whose mandate is distinctly separate from that of the PSC's Staffing Branch.

Some statistics on executive staffing, and other training and development statistics:

- There were 205 entrants to the Senior Executive (SX) category during 1978, 178 from within the Public Service and 27 from outside. The SX population grew by 3.8% with a total number of 1,356 at year's end.
- Appointments to and within the SX category declined from 590 in 1977 to 523 in 1978.
- During 1978, 59 federal public servants commenced Interchange Canada assignments, and 39 individuals joined federal departments and agencies from other sectors of the economy, bringing total activity over the life of the program to 202 federal participants and 303 outside participants.
- During 1978, the PSC and the Department of External Affairs jointly developed new mechanisms for coordinating the appointment of Canadian public servants to international organizations such as the United Nations, NATO and the Commonwealth Secretariat.
- 1978 marked the 10th anniversary of the PSC's Career Assignment Program (CAP). From its beginning in 1968, 786 participants have attended CAP's educational course, and 1,298 assignments have been arranged; 199 former CAP participants have entered the senior executive and senior executive equivalent ranks, and 194 have been appointed to positions immediately below SX level. As of December 31, 1978, there were 277 active participants in CAP.



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FACT SHEET : STAFFING

According to statistics provided in the Public Service Commission of Canada's (PSC) 1978 Annual Report made public today, the total population of the Public Service decreased by 1.3% from 1977. This marks the first decrease in the ranks of the Public Service since 1970. Total strength of the Public Service in 1978 was 279,207 - a decrease of 3,581 persons from the year before.

Areas in which decreases were noted in 1978:

- o The number of promotions within the Public Service dropped by 17% in 1978, declining from 40,838 in 1977 to 33,908.
- o The number of appointments to the Public Service declined by 3,213 (14.3%) compared to 1977. The bulk of this decrease was for full-time indeterminate appointments, down 20.1% in 1978.
- o Reclassifications dropped from 28% of all promotions in 1977 to 22% of all promotions.
- o The number of appointments on a full-time indeterminate basis within the Public Service decreased by 7.6% to 82,501, from 89,289 in 1977.
- o In 1978, 2,829 applications to the Public Service were received from community colleges and CEGEPs, as compared to 4,047 in 1977. In 1977, 354 appointments were made; in 1978, 273 appointments were made.

Areas in which increases were noted in 1978:

- o Separations from the Public Service increased by 4,109 (12.6%) to 36,612. Of this increase, 6% was due to the greater number of lay-offs. The other 94% was almost entirely due to an increase in the number of specified term appointments that terminated in 1978, up from 4,242 in 1977 to 8,115.
- o The number of persons with lay-off or surplus status increased by 148%.
- o The use of acting appointments increased by 38.4% (3,500 in 1977 to 4,844 in 1978).
- o The number of appointments requiring employees to relocate numbered 10,371, an increase of 4.7% over 1977.
- o The number of intra and interdepartmental transfers increased by 10.9%.
- o There were 26,093 applications to the Public Service from recent university graduates, as compared to 25,027 in 1977. In 1977, 1,008 appointments were made; in 1978, 1,051 appointments were made.



Other activities related to staffing in 1978:

- o The PSC established a priority clearance system designed to provide every available opportunity for re-appointment in the Public Service for those employees with priority status.
- o The Data STREAM population was reduced from approximately 110,000 to 24,000. Data STREAM was identified as a mandatory tool to be used for the staffing of senior managerial positions.
- o Revisions were made to Section 7 of the Public Service Employment Act Regulations, to identify more clearly those instances where appointments without competition were warranted.
- o Treasury Board guidelines on the use of temporary help company employees in the Public Service were implemented. Within these guidelines, the National Capital Regional Office of the PSC accepted job orders for all short-term employees in the clerical and secretarial groups from all departments in the region. Of these job orders, approximately 80% received by the PSC were filled, and of these 90% within one day of receipt of request.
- o In late 1978, a Yukon district staffing office was established in Whitehorse. Plans were underway to open district staffing offices in Yellowknife, Regina and St. John's Newfoundland in 1979. (Yellowknife district office opened in April 1979.)







FACT SHEET : ACCOUNTABILITY AND DELEGATION

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In its Annual Report for 1978, made public today, the Public Service Commission noted "that no other issue has claimed more attention over the past two years than the question of accountability (for personnel management) in the Public Service."

- The Commission renders its primary account to Parliament. The Commission has not been and is still not satisfied with the means by which it accounts to Parliament. The Commission has continually urged Parliamentarians to develop the means for deeper examination of the PSC's policies and operations.
- The Commission is accountable to Government. The Commission is a key advisor on the management of the Public Service and participates in the Treasury Board Secretariat Advisory Committee; the Advisory Council on Personnel Policy; and the Committee of Senior Officials (COSO). The Commission is also accountable for the effective use of human and financial resources put at its disposal.
- The Commission provides advice and opportunities for consultation to the Public Service bargaining agents. It participates as an observer on the National Joint Council, and co-chairs with the unions, a Joint Consultative Committee established by the PSC in 1978.
- The Commission renders account to individual public servants by providing redress procedures to ensure the visible observance of merit in staffing, and to the Canadian public by making every effort to equalize access to the Public Service, for all interested parties.
- Departments and deputy heads are accountable to the Commission for the proper exercise of delegated staffing authority. The PSC recognizes its responsibility to departments to remain sensitive to departmental staffing needs.

DELEGATION

The Report stated that the Commission has delegated authority to individual departments to staff over 90 percent of all Public Service positions, while remaining accountable in this field to Parliament. In 1978, the policy on delegation was reoriented to stress more of a management approach to staffing, rather than the detailed auditing of staffing processes.

- In response to concerns about the capabilities of departmental staffing officers, the Commission has instituted a Staffing Officer Certification Program, designed to provide an opportunity for the PSC to assess the competency of staffing officers.
- A new approach to delegation is expected to be ready by mid-1979. The policy will define the mandate of departments under delegation and the accountability mechanisms associated with this mandate.





FACT SHEETS : EQUAL OPPORTUNITIES FOR WOMEN

According to the 1978 Annual Report of the Public Service Commission of Canada (PSC) made public today, the Commission is convinced that steady progress has been made in the field of equal opportunities for women in the Public Service.

In 1978, 96,023 or 34.4% of all public servants were women. The number of women in the Public Service increased by 101; the number of men decreased by 3,682. Therefore, although the total population of the Public Service decreased for the first time in nearly a decade, the percentage of women working in the Public Service has increased by .5% over 1977, when they represented 33.9% of the Public Service population.

- Women are being promoted in proportion to their rate of participation in broadly representative occupational groups; they are getting a proportional share of development and training opportunities, as well. For example, in the Financial Administration occupational group, 16.5% of the employees were women in 1978. Women accounted for 16.6% of promotions within this group and 20.5% of those receiving training opportunities.
- Over the past five years, 22.2% of all Career Assignment Program (CAP) participants have been women (24.1% in 1978); 10.6% of all nominees to Senior Management Development Programs were women. At levels from which participants are drawn for these courses, women do not represent more than 11.4% and 5%, respectively.
- In 1978, 79.4% of the Administrative Support category in the Public Service were women. However, the PSC draws these employees from the Canadian labour market where, according to Statistics Canada, 75.1% of clerical jobs are taken by women. PSC efforts to change the composition of this category are limited because the majority of applications received are from women. Of the 5,844 employees in Administrative Support who have moved into the Administrative and Foreign Service category since 1976, 3,230 or 55% were women.
- PSC university recruitment efforts of women generally seem to exceed (in some instances, far exceed) the proportion of applicants from Canadian universities who are women. For example in 1978, 32% of applications to the Economics, Sociology and Statistics category of the Public Service made by Canadian university graduates, came from women. Of the university graduates appointed to this category, 39.4% were women. In the Computer Sciences, 23% of graduates who applied were women, and 30.6% of those graduates appointed were women. Similar statistics appear in other occupational fields.
- Women increased their representation in the Senior Executive and Administrative and Foreign Service categories over the past three years. Their numbers are dropping off in the Scientific and Professional





category, due in some part to the transfer of nurses in veterans' hospitals from federal to provincial jurisdictions as well as resignations of women from jobs in this category. The number of women in Personnel Administration and Program Administration has increased by over 20% in two years.

- Women are moving into occupations previously the exclusive preserve of men: firefighters, correctional officers; lighthouse keepers; air traffic controllers; agricultural officers.
- Managers are encouraged to include women on selection boards; efforts are being made to give proper weight to volunteer work and other experience in the consideration of applicants.
- Women separated from the Public Service at a rate higher than their participation rate in virtually every category. However, separation figures take into account lay-offs, retirements and resignations. The separation figure for women was particularly high because a large number of women working in veteran's hospitals and as teachers in Canada's North were technically declared laid-off for administrative purposes even though they remained in their jobs when their positions were transferred from federal to other jurisdictions.
- In 1978, women resigned at a rate twice that of men (9.8% vs. 4.9%). More than half of the resignations (9,428 of 18,249) in the Public Service were from women, although they make up approximately one-third of the Public Service population.





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FACT SHEET : STAFFING AUDIT AND REVIEW

According to the Annual Report, a proper application of the audit function is an indispensable component in the Commission's overall accountability for the staffing function in the Public Service. Thirty-four departments were audited in 1978 and national reports were prepared and issued for them. Sound staffing management practices were the rule in many of these departments and agencies. However, the following findings and recommendations did surface:

- Many departments lacked documentation to show that they had given proper consideration to people with priority status. This weakness, coupled with the increasing number of individuals with priority status, accelerated Commission initiatives to implement its priority clearance system.
- Improvement in the use of selection tools (e.g. statements of qualifications, rating guides, screening board reports, assessment tools, tests, rationales for rating) was needed in most departments.
- Acting appointments were not always made in accordance with Commission policy. Tighter administrative controls were recommended.
- Where applicable, greater involvement and control by departmental personnel divisions in the use of personal service contracts were required.
- In several departments, inadequacies were found in the systems used to control appointments made as a result of reclassification.
- The use of specified period appointments was questioned in some departments. The question was raised whether these employees had the right to the same benefits as individuals appointed indeterminate.
- In four of the 34 departments audited, PSC established limitations and conditions to be met before it proceeded with full renewal of delegated staffing authority.

The PSC's Audit Branch also conducted Special Audits in 1978 of: the PSC's Staffing Branch; the Career Oriented and Non-Career Oriented Summer Employment Programs in 13 departments; and the Recruitment and Referral Services of the Canadian Employment and Immigration Commission, for positions in the Administrative Support and Operational categories.





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FACT SHEET : EQUAL OPPORTUNITY PROGRAMS

According to the 1978 Annual Report, made public today, the Public Service Commission of Canada (PSC) continued its efforts throughout the year to provide equal access to the Public Service for all groups in Canadian society.

- In 1978, 96,023 (34.4%) of all public servants were women.
- Out of a total of 1,780 senior executives or equivalents, 46 employees, or 2.6%, were women. In the senior executive category itself, 40 of 1356 employees were women (2.9%).
- Francophones made up 26.2% of the Public Service population in 1978, a decrease of 1.0 per cent from the recorded 1977 figure. The decrease is evidenced in the scientific and professional, and administrative support categories.
- Francophone public servants at the officer level numbered 21,523 (22.7% of all officers) in 1978.
- In 1978, 320 (18%) of senior executives and equivalents were francophones, out of a total population of 1,780. In the senior executive category 281 of 1356 employees were francophones (20.7%).
- A marked increase in the number of francophones recruited in 1978 through the university recruitment program has been recorded: 303 compared to 245 in 1977.
- Data on applications, referrals and appointments are available for the period April 1 to September 30, 1978 for the Office of Native Employment: 79 appointments were made, 57 in the Administrative and Foreign Service category. As of September 30, 1978, 1,156 native people were on active file in PSC's offices of Native Employment.
- Since the program was launched in 1974, a total of 142 Inuit, Indians and Metis have been recruited to the Northern Careers Program. Of these, 38 have graduated by competing successfully for management positions in the North, 24 have transferred to federal positions equal or equivalent to those held by the participant upon entry, 24 have withdrawn and 56 are currently participating.
- In 1978, 55 black candidates were appointed to the Public Service. Since the inception of the Black Employment Program in Halifax in 1973, 228 black candidates have entered the Public Service.
- In mid-1978, the PSC established a committee to work toward the improvement of employment opportunities for handicapped individuals within the Public Service. The goal of the project is to develop and implement policies, procedures and practices designed to eliminate existing obstacles with regard to the recruitment, referral and selection of handicapped applicants.









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